

学校编码: 10384

分类号密级_____密级_____

学号: 17620110153596

UDC_____

厦门大学

博士学位论文

组织气氛与员工反馈寻求行为间关系的理论 与实证研究

The Relationship between Organizational Climate and
Employee Feedback-seeking Behavior : Theory and
Emprical Evidence

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论文提交日期: 2014 年 4 月

论文答辩时间: 2014 年 月

学位授予日期: 2014 年 月

答辩委员会主席: _____

评 阅 人: _____

年 月

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摘 要

为了适应外部环境的剧烈变化和不断呈现的竞争压力,企业和组织要求员工在工作中展现更多的主动性行为,从而努力学习新的技能和知识以适应当前工作的需要。作为主动性行为的一种,反馈寻求行为被认为是组织和成员的一种重要资源和学习方式,有助于员工调整自身工作行为,进而提升工作绩效。然而,在现实企业中,员工由于种种原因而不愿意去向上级寻求反馈。那么,如何激励员工积极的向上级寻求反馈是许多组织行为学研究者所关注的课题。本研究通过对国内外有关员工反馈寻求行为的文献梳理后发现:第一,在研究员工反馈寻求行为的前因变量时,对组织气氛这一情景因素作用的探讨比较欠缺;第二,缺乏剖析组织气氛对员工反馈寻求行为的影响机制;第三,员工反馈寻求行为是个体与环境交互作用产生的,而现有研究缺乏从个性特征和情景因素的交互作用来解释员工反馈寻求行为的形成机制。本文主要围绕上述三个问题进行研究设计,构建了组织气氛与员工反馈寻求行为之间关系的理论模型,并提出相应的理论假设。

本文主要采用问卷调查的实证方法对假设进行检验,获得了一些重要的研究结论:第一,在主效应方面,人际关系气氛、沟通性气氛和支持性气氛会对员工直接询问和间接观察反馈寻求行为产生显著影响,而认同性气氛仅对员工直接询问反馈寻求行为产生显著影响;第二,在中介效应方面,工作投入在沟通性气氛、支持性气氛和员工直接询问和间接观察反馈寻求行为之间起到部分中介作用,在认同性气氛与员工直接询问反馈寻求行为之间起到完全中介作用;第三,在调节效应方面,外部反馈倾向在认同性气氛与员工直接询问反馈寻求行为之间起到正向的调节作用,在奖酬公平性气氛与员工间接观察反馈寻求行为之间起到正向的调节作用。本文在理论方面丰富了影响员工反馈寻求行为的组织气氛情景因素的研究,并解释了组织气氛影响员工反馈寻求行为的内部作用机制;在实践上为企业管理者如何构建良好的反馈寻求环境提供了理论依据和管理启示。最后指出了本文的局限性和未来的研究方向。

关键词: 员工反馈寻求行为; 组织气氛; 工作投入; 外部反馈倾向; 组织情景

Abstract

In order to adapt the fierce changes of external environment and continuously presented competition pressure, enterprises and organizations demand employees to show more initiative during work, to study new skills and acknowledges hard to meet the requirements of current jobs. As one of the initiative behaviors, feedback-seeking behavior is regarded as an important source and study method for organizations and employees, which is helpful to adjust employee's self behavior and improve working performance. However, in reality, employees are not willing to seek feedbacks from superior due to multiple reasons. So how to motivate employee to seek feedback actively is a subject studied by lots of researchers of organizational behavior. By studying the papers on employee's feedback-seeking behavior home and abroad, this thesis discovers that, firstly, when studying the antecedent variables of employee's feedback-seeking behavior, the discussion on one of the situational factors, organizational climate, is relatively insufficient; secondly, the analysis on the mechanism of influence on employee's feedback-seeking behavior from organizational climate is short; thirdly, the employee's feedback-seeking behavior comes from the interaction between the individual and the situation, while the current studies are lack of interpretation on the formation mechanism of employee's feedback-seeking behavior through the interaction between the individual and the situation. This thesis studies, designs and creates the theoretical model of the relation between the organizational climate and employee's feedback-seeking behavior based on the three questions above, and puts forward the corresponding theoretical assumption.

This thesis mainly tests assumptions through questionnaire survey, and acquires several important results: first, on aspect of main effect, the human relationship atmosphere, communication atmosphere and support atmosphere have great impact on direct inquiry and indirect observation of employee's feedback-seeking behavior, while recognition atmosphere has positive effect on direct inquiry of employee's feedback-seeking behavior; secondly, on aspect of intermediary effect, the work

engagement plays as intermediary between communication atmosphere and supportive atmosphere and direct inquiry and indirect observation of employee's feedback-seeking behavior; thirdly, on aspect of regulation effect, external feedback propensity has positive regulating effect between recognition atmosphere and direct inquiry of employee's feedback-seeking behavior, so as between the fairly reward atmosphere and indirect observation of employee's feedback-seeking behavior. This thesis enriches the study on the factors of organizational climate on feedback-seeking behavior of employee, explains the inner mechanism function of the influence of organizational climate on employee's feedback-seeking behavior, and provides theory basis and management inspiration to enterprise managers on how to build good feedback seeking environments. The limitation and future research direction of this thesis has also been pointed out in the end.

Key words: Employee Feedback-seeking Behavior; Organizational Climate; Work Engagement; External Feedback Propensity; Organization Environment.

目 录

第一章 绪论	1
第一节 研究背景	1
第二节 研究目的与意义	6
一、研究目的	6
二、研究意义	8
第三节 研究思路	10
一、研究方法	10
二、研究逻辑路线与研究内容	10
第四节 研究创新	12
第二章 文献综述	13
第一节 反馈寻求行为	13
一、反馈与反馈寻求行为的内涵	13
二、反馈寻求行为的前因变量	18
三、反馈寻求行为的研究小结	25
第二节 现有研究的不足与理论框架的提出	26
一、现有研究的不足	26
二、本研究的切入点	27
三、理论框架的提出	29
第三章 概念界定与假设提出	30
第一节 相关变量的概念界定	30
一、组织气氛的概念与维度	30
二、工作投入的概念和内涵	35
三、反馈倾向的概念和内涵	39
四、反馈寻求行为的概念与维度	40
第二节 相关变量的前因后果	42
一、组织气氛的结果变量	42

二、工作投入的前因和结果变量以及中介作用.....	48
三、反馈倾向的结果变量和调节作用.....	58
第三节 研究假设的提出.....	59
一、组织气氛对员工反馈寻求行为的影响.....	59
二、工作投入的中介效应.....	70
三、反馈倾向的调节效应.....	77
第四章 问卷设计与预调查	81
第一节 问卷设计的原则与过程.....	81
一、问卷设计的原则.....	81
二、问卷设计的过程.....	81
第二节 变量的测量.....	82
一、组织气氛的初始测量题项.....	83
二、工作投入的初始测量题项.....	87
三、外部反馈倾向的初始测量题项.....	89
四、反馈寻求行为的初始测量题项.....	90
第三节 预测试的实施及结果	92
一、预测问卷的发放和回收.....	92
二、预测试的结果.....	93
第五章 正式调查与假设检验	106
第一节 数据回收与样本概况.....	106
一、正式调查问卷的发放和回收.....	106
二、数据缺失的处理.....	106
三、正式调查的描述性统计分析.....	106
第二节 数据的信度和效度检验.....	110
一、信度分析.....	110
二、效度检验.....	113
第三节 假设检验与结果分析.....	122
一、人口统计学变量的方差分析.....	122

二、描述性统计和相关分析.....	132
三、组织气氛对员工反馈寻求行为的影响作用分析.....	134
四、组织气氛对员工工作投入的影响作用分析.....	136
五、工作投入的中介效应检验.....	137
六、外部反馈倾向的调节效应检验.....	141
第六章 研究结论与未来展望	147
第一节 实证结果分析.....	147
一、假设检验结果汇总.....	147
二、研究结论.....	149
第二节 管理实践启示.....	153
第三节 研究局限和未来展望.....	156
附 录.....	159
参考文献	162
致 谢	195

Table of Contents

Chapter1 Introduction	1
1.1 Research Background	1
1.2 Research Purposes and Implications	6
1.2.1 Research Purposes	6
1.2.2 Research Implications	8
1.3 Research Framework	10
1.3.1 Research Methods	10
1.3.2 Research Logical Route and Research Contents	10
1.4 Research Innovation	12
Chapter 2 Literature Review	13
2.1 Feedback-seeking Behavior	13
2.1.1 The Connotation of Feedback and Feedback-seeking Behavior	13
2.1.2 The Antecedents of Feedback-seeking Behavior	18
2.1.3 The Summary of Feedback-seeking Behavior	25
2.2 The Gaps of Existing Research and Formulation of Theoretical Framework	25
2.2.1 The Gaps of Existing Research	25
2.2.2 The Breakthrough Point about this Research	27
2.2.3 The Formulation of Theoretical Framework	28
Chapter 3 Concept Definition and Hypotheses	30
3.1 The Concepts Definition of Relevant Variables	30
3.1.1 The Concepts and Dimensions of Organizational Climate	30
3.1.2 The Concept and Connotation of Work Engagement	35
3.1.3 The Concept and Connotation of External Feedback Propensity	39
3.1.4 The Concept and Dimensions of Feedback-seeking Behavior	40
3.2 The Antecedents and Consequences of Relevant Variables	42

3.2.1 The Consequences of Organizational Climate.....	42
3.2.2 The Mediating Role, Antecedents and Consequences of Work Engagement.....	48
3.2.3 The Consequences and Moderating Role of External Feedback Propensity.....	57
3.3 The Proposing of Research Hypotheses	58
3.3.1 The Influence of Organizational Climate on Employees Feedback-seeking Behavior	59
3.3.2 The Mediating Effect of Work Engagement.....	69
3.3.3 The Moderating Effect of External Feedback Propensity	77
Chapter 4 Questionnaire Design and Preliminary Survey	81
4.1 The Design Principles and Processes of Questionnaire	81
4.1.1 The Design Principles of Questionnaire	81
4.1.2 The Design Processes of Questionnaire	81
4.2 The Measurement of Variables	82
4.2.1 The Initial Measure Items of Organizational Climate.....	83
4.2.2 The Initial Measure Items of Work Engagement	87
4.2.3 The Initial Measure Items of External Feedback Propensity	89
4.2.4 The Initial Measure Items of Feedback-seeking Behavior	90
4.3 The Implementation and Results of Pre-testing.....	92
4.3.1 The Distribution and Collection of Preliminary Survey Questionnaire.....	92
4.3.2 The Statistical Analysis of Pre-testing	93
Chapter 5 Formal Survey and Hypotheses Tests	106
5.1 The Data Collection and Samples Overview	106
5.1.1 The Distribution and Collection of Formal Survey Questionnaire	106
5.1.2 Dealing with Missing Data	106
5.1.3 Descriptive Statistical Analysis of Formal Survey	106

5.2 The Reliability and Validity Test of Data	110
5.2.1 The Reliability Analysis	110
5.2.2 The Validity Test	113
5.3 Hypotheses Tests and Results Analysis	122
5.3.1 The Analysis of Variance of Demographic Variables	122
5.3.2 The Descriptive Statistics and Correlation Analysis	132
5.3.3 The Main Effect Analysis of Organizational Climate on Employees Feedback-seeking Behavior	134
5.3.4 The Effect Analysis of Organizational Climate on Employees Work Engagement	136
5.3.5 The Mediating Effect Analysis of Work Engagement	137
5.3.6 The Moderating Effects Analysis of External Feedback Propensity	142
Chapter 6 Research Conclusions and Future Prospects	147
6.1 The Empirical Results Analysis	147
6.1.1 The Summary of Hypotheses Test Results	147
6.1.2 The Research Conclusions	149
6.2 Implications of Management Practices	153
6.3 Research Limitations and Future Prospects	156
Appendix	159
References	162
Acknowledgements	195

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